

Kids Come First II:

Safe Kids in Healthy Families

Quarterly Report

(October–December 2004)



February 2005

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I. Summary of 1st Quarter

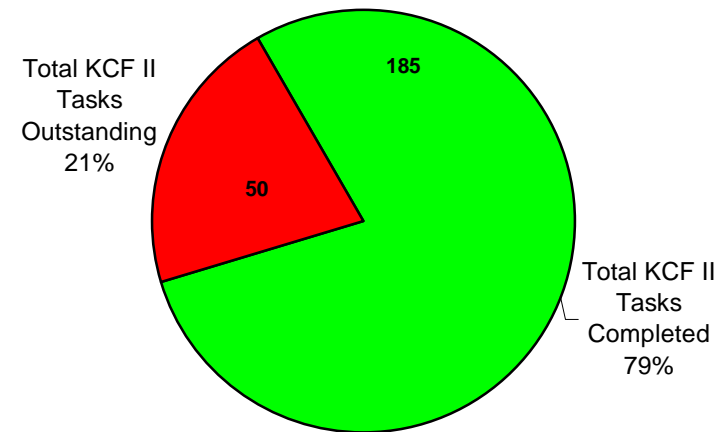
Overview

This has been a very productive 1st quarter of the Kids Come First II (KCF II) plan. Over the past three months, efforts have been focused on the development of programs and policies to support various KCF II initiatives. New policies have been drafted; old policies have been revised; practice guides and program initiatives have been developed. The first quarter of our implementation of KCF II has been largely developmental. Implementation of these new policies and program initiatives will begin with the second quarter. During this first quarter, a system for tracking progress on completing the KCF II plan has been implemented. Also, a process for communicating and implementing the program and policy changes into field practice has been developed.

Implementing the entire KCF II plan requires that 1180 tasks be completed. Two hundred and thirty-five (235) tasks were scheduled to be completed in the first quarter. Seventy-nine (79) percent or 185 of these tasks were completed. There were 50 tasks outstanding at the end of the first quarter. The majority of those tasks are projected to be completed by January 2005. All of the 50 items that were not completed on time have been evaluated to determine if the time frames for subsequent actions steps could be adjusted to ensure that the final implementation of the initiative is completed on schedule. The details regarding the status of each task required to be completed within the first quarter are included at in the detailed matrix portion of this report.

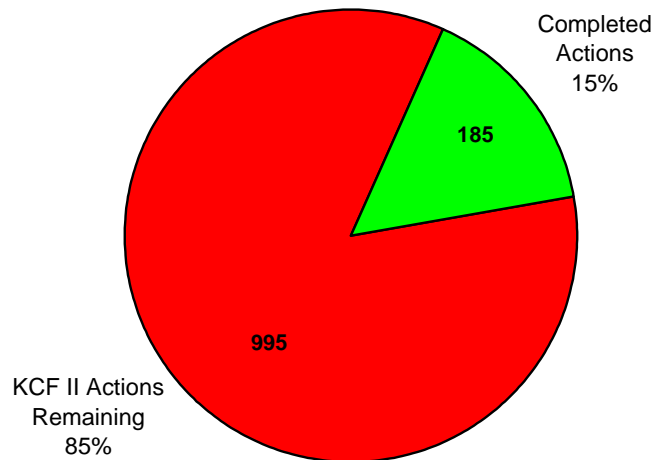
During the first quarter, 235 tasks were required to be completed according to the schedule in the KCF II plan. Out of the 235 tasks, 185 (or 79%) of those tasks were completed within the first quarter. There were 50 tasks outstanding at the end of the first quarter, with the majority of those tasks being projected to be completed by January 2005.

KCF II Task Report: Status of All Actions due by 12/31/04



* Duplicates have been removed

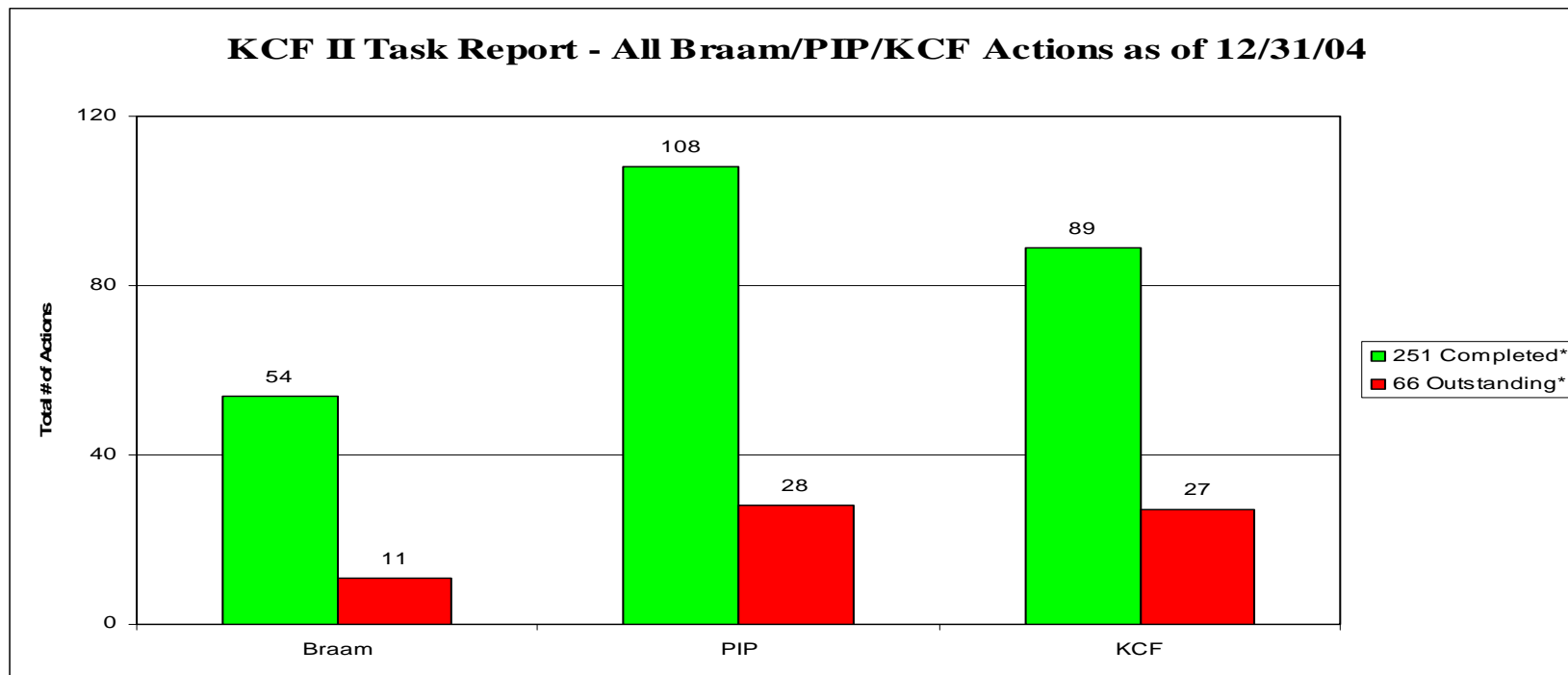
% of KCF II Actions Completed by 12/31/04



* Duplicates have been removed

The entire KCF II plan has 1180 tasks to be completed over the course of the plan. To date, 185 items (or 15%) of the entire plan has been completed. There are 995 (or 85%) actions remaining to be completed.

The KCF II Plan is a compilation of items identified in the state Program Improvement Plan, the *Braam Settlement Agreement*, and other items identified through the quality assurance process within Children's Administration. Items in the plan have been identified as being Braam, PIP, or KCF II (for items that do not fall into the other two categories). The chart below outlines the number of tasks completed for each particular area, and the number of tasks that remain outstanding. These numbers include duplicates, as there are many items in the plan that fall in more than one area. (For example, there are many Braam items that are also PIP items).



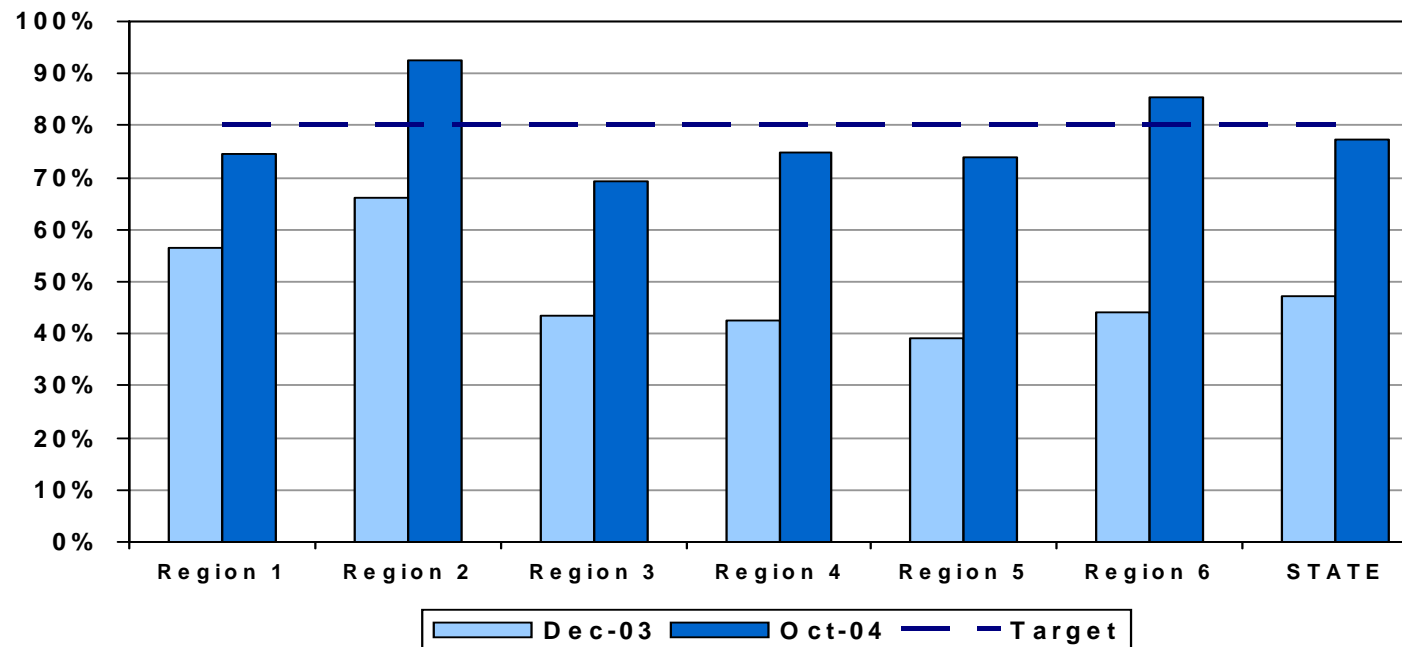
Performance Measures

The four federal performance measures (re-entry, reunification, stability of placements and adoptions) that are identified in the KCF II plan will not be reported on this quarter. As part of the KCF II plan, Children's Administration is working with the federal Department of Health and Human Services (DHHS) to make adjustments

to the Washington state data related to these measures. It is expected that this work will be completed over the next few months and reporting on the performance measures will begin in the second quarter report. In addition to these four performance measures, Children's Administration has been focusing on improving timeliness of response to abuse/neglect referrals and completion of health and safety visits with children in placement every 90-days. Across the state social workers have been working hard to improve practice on these performance measures. The commitment and hard work on behalf of Children's Administration staff is evident in the improvement in performance on these measures during the past three months.

Children's Administration policy requires that social workers make face-to-face contact with child victims of alleged abuse and/or neglect within ten working days from the date of the referral.

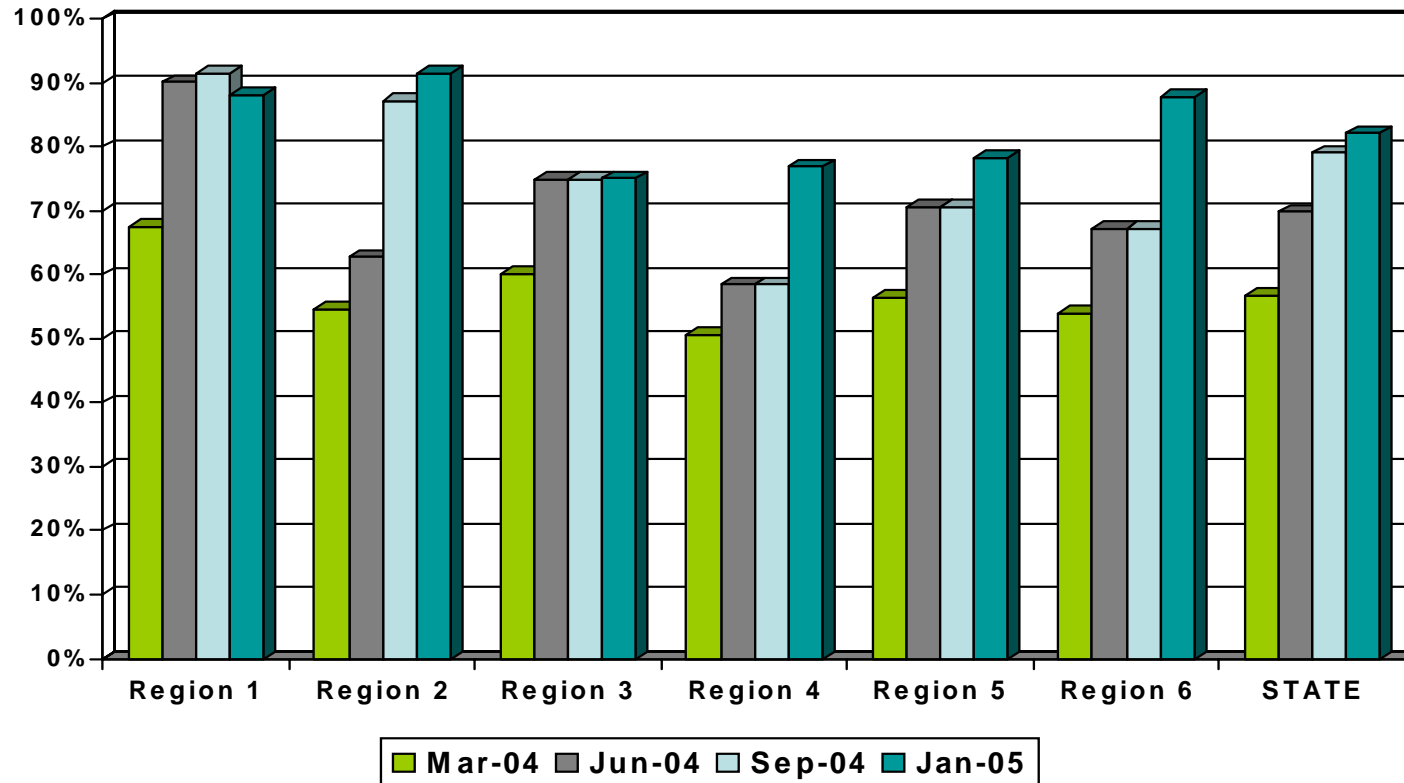
10-day Face-to-Face Contacts with Children During Investigations of Alleged Abuse and/or Neglect



- Statewide, 77.4% of alleged victims were seen within 10 working days, nearly at the target of 80% by September 2005
- 30 out of 52 offices (includes DLR-CPS) are at or above 80%
- 2 of 6 regions are at or above 80%
- Calculation is actually 14 calendar days. Waivers and children unable to locate are not counted as seen

Children's Administration policy requires that social workers conduct a health and safety visit with a child in out-of-home care in the location of their placement every 90 days.

90-day Health & Safety Visits with Children in Out-of-Home Placement



- All regions and the state met the target of 75% by 12/31/04
- 30 out of 43 offices met the target, with several of the 13 who did not meet being very close to the target.

(Percent of children in out-of-home care who received a health & safety visit from their social worker in the previous 90 days as documented in CAMIS by SER code of 90 or 9T)

Program and Policy

Six new KCF II items were released in January, as a result of policy work completed in the first quarter. Those items are as follows:

1. Interim guardianship policy

The purpose of the interim policy is to improve the quality and consistency of current practice related to guardianship as a permanent plan for a child. The policy clarifies how guardianship decisions are made, the roles and responsibilities of Children's Administration and guardians. New court documents related to guardianships have been developed.

2. Post-Adoption and Permanent Kinship Resource Centers

These permanency resource centers are being developed in each region. The centers serve adoptive, guardianship and kinship families who have children legally placed with them by the Children's Administration. Regions 2 and 6 are in the process of contracting with local providers to provide these services and will be operational shortly. Other regions are in the development phase.

3. Case Conferences

In September 2004 interim guidelines for case conferences, as required by legislation, were distributed to all staff. The guidelines have been finalized and will be distributed to all social workers. The guidelines will assist social workers in knowing which case conferences are required at what point in the case process, and what their responsibilities are related to each case conference.

4. Notification to Guardian ad Litem (GAL)/Court Appointed Special Advocate (CASA) of placement moves

This new policy will require social workers to notify the GAL/CASA or the legal representative of a child in out of home care to be notified in advance of any placement moves. An exception is provided in emergent

situations in which the child's safety and well-being requires an immediate move. In these circumstances notification is provided as soon as possible after the placement change.

5. Individual Service and Safety Plan (ISSP) Desk Guide

The ISSP Desk Guide is a user friendly guide for social workers to assist them in developing appropriate and effective ISSP's. The Desk Guide includes instructions for: providing a clear history of a child's placements, identifying and updating service goals for the child and family, involvement of children, parents, resource families and Tribes in case planning, and frequent and consistent visitation with parents and siblings.

6. Mandatory Training Policy

The policy outlines the required Academy trainings each social worker must take at the beginning of their employment and before they can carry cases. The policy also outlines additional training requirements for social workers to complete within the first two years of hire, and a requirement to complete at least 20 hours of training annually thereafter. This policy is effective January 1, 2005.

What's Up Next?

At the end of each month updates will be sent out to Children's Administration staff alerting them to the upcoming policy changes, program changes, and/or practice guidelines issued as a result of the work being done on KCF II. In addition, updates will be provided as to the status of the plan and performance measures. Community partners and service providers will also be notified of relevant changes. Over the next quarter, the following items will be released for state wide implementation:

1. Interim case transfer policy requiring cases to be transferred from Child Protection Services (CPS) to Child Welfare Services (CWS) by the date of the Fact-Finding hearing.

Currently, when a child is placed in out-of-home care, the CPS social worker assigned to the investigation carries the case and completes the required court work to establish a dependency. After depending has been established, the case is then transferred to the CWS worker to begin working on reasonable efforts and permanency and concurrent planning. Historically, such transfers have occurred some months after the establishment of the dependency. This new policy will require that the case be transferred no later than the date that dependency is established. This will allow for the CWS worker to begin working sooner on reasonable efforts and permanency planning with the family.

2. Five-day guideline for responding to non-emergent referrals

Social workers are currently required to make face-to-face contact with child victims of alleged abuse and/or neglect within ten days of the referral. (See chart on page five for additional details on this requirement). This new guideline will be an expectation that social workers make their first attempt at the face-to-face contact by the fifth day following the referral. In practice, there are times when workers attempt to make their face-to-face contact near the tenth day, and then for a variety of reasons are unable to locate the child. By expecting social workers to begin their response by the fifth day, they will see children sooner, and if the child is not located, they will have time to gather additional information in an attempt to locate the child within the ten day requirement.

3. One-business day response for emergent referrals

Emergent referrals are determined by the level of risk assigned to a referral. Current policy on emergent referrals requires a social worker to “respond” within 24 hours from the time the referral was received. This does not always mean that the child victims are seen within that 24 hour timeframe. The current policy still

permits the social worker ten days to make face-to-face contact with the child victim. This new policy will require social workers, on all emergent referrals, to have face-to-face contact with child victims within one business day from the date of the referral alleging abuse and/or neglect.

4. Establishment of a Youth Advisory Committee

The establishment of a Youth Advisory Committee, composed of youth in care and former youth in care, will provide opportunities for adolescents to have input into Children's Administration policy and program decisions. This involvement will help to ensure that decision making will reflect the needs of children and adolescents served by CA.

Safety

The following is a matrix of KCF II items with expected dates of finish within the first quarter. Items not required to be completed within the first quarter are not included in this report.

1



Outcomes:

Children are first and foremost, protected from abuse and neglect.

Children are safely maintained in their homes whenever possible and appropriate.

- Timeliness of initiating investigations of reports of child maltreatment
- Repeat maltreatment
- Risk of harm to child
- Child Protective Services investigations

1		Timeliness of initiating investigating of reports of child maltreatment Action Steps				
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
1.1	Improve response time on Child Protective Services referrals	1.1.1	Increase compliance with current policy requiring the Division of Children and Family Services (DCFS) social workers to make initial face-to-face contacts with child victims for referrals of abuse and/or neglect within ten working days from the date of referral			(PIP)
			a. Distribute quick reference guide to all DCFS and LR/CPS workers regarding SER documentation requirements for child interviews and steps to correctly enter the information into CAMIS	10/04	Complete	
			b. Division of Practice Improvement will initiate a monthly customized report for each office on compliance with the ten day policy	12/04	Complete	
		1.1.2	Develop guidelines outlining intake timelines for referral review and transfer to CPS			(PIP)
			a. Establish policy workgroup to develop guidelines	10/04	Complete	
		b. Workgroup reports out on draft guidelines	12/04	Complete		
		1.1.3	Improve “usability” of GUI specific to input of initial face-to-face (IF)			(PIP)
			a. High level planning complete (assigning staff, prioritizing the work, estimating the effort to complete)	6/04	Complete	Due to the scheduled release of information system changes occurring quarterly, final implementation of this task is delayed by one month.
			b. Requirements and design complete	8/04	Complete	
c. Construction complete (coding)	9/04		Complete			
d. Testing complete	11/04		Complete			
e. Pilot complete	12/04		1/05			
f. Production implementation (release and training)	12/04	1/05				

1		Timeliness of initiating investigating of reports of child maltreatment Action Steps				
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		1.1.4	Develop "user-friendly" automated tools in CAMIS for field staff and supervisors to assist in monitoring and meeting timeframes (aka "To Do" list) a. High level planning complete (assigning staff, prioritizing the work, estimating the effort to complete) b. Requirements and design complete c. Construction complete (coding) d. Testing complete e. Pilot complete f. Production implementation (release and training through regional CAMIS trainers)	8/04 9/04 11/04 12/04 12/04 12/04	Complete Complete Complete 1/05 1/05 1/05	(KCF II) Due to the scheduled release of information system changes occurring quarterly, final implementation of this task is delayed by one month.
		1.1.5	Require social workers to make face-to-face contact with child victims suspected to be a victim of child abuse or neglect, while in the custody of CA, within 24 hours for referrals of child abuse and/or neglect rated as emergent a. Establish policy workgroup to develop recommendations regarding policy changes for 24 hour face-to-face contacts on emergent referrals	10/04	Complete	(Braam) An interim policy requiring one-business day response for all emergent referrals was approved by CA Management, effective March 1, 2005. The 24-hour face-to-face contact will be implemented 9/05.
		1.1.6	Require DCFS social workers to make face-to-face contact with child victims within 24 hours for all referrals of child abuse and/or neglect rated as emergent a. Establish policy workgroup to develop recommendations regarding policy changes for 24 hour face-to-face contacts on emergent referrals	10/04	Complete	(PIP and KCF II) An interim policy requiring one-business day response for all emergent referrals was approved by CA Management, effective March 1, 2005. Due to workload issues the 24-hour face-to-face contact will be developed and implemented with the new CPS/CWS model changes, which are expected to occur 1/06, subject to budget.

1		Timeliness of initiating investigating of reports of child maltreatment Action Steps				
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		1.1.7	Require social workers to make face-to-face contact with child victims suspected to be a victim of child abuse or neglect, while in the custody of CA, within 72 hours for all referrals of child abuse and/or neglect rated as non-emergent a. Define expectation and practice guidelines for social workers to make first attempt for face-to-face contact with child victims on cases rated as non-emergent within five days from the date of referral	12/04	Complete	(KCF II and Braam)
		1.1.8	Require DCFS social workers to make face-to-face contact with child victims within 72 hours for all referrals of child abuse and/or neglect rated as non-emergent a. Define expectation and practice guidelines for social workers to make first attempt for face-to-face contact with child victims on cases rated as non-emergent within five days from the date of referral	12/04	Complete	(KCF II)
1.2	Improve quality of intake services.	1.2.1	Review of intake referrals. a. Regional referral review conducted by the regional CPS program managers (every six months). b. Conduct statewide consensus building meetings focused on screening in, risk tagging, and emergent status of response (every six months) c. Conduct regional consensus building meetings quarterly	12/04 12/04 12/04	1/05 1/05 1/05	(KCF II) Although this item is delayed by one month, adjustments have been made to the schedule to complete the final implementation on time. The plan is to update the Intake Quality Assurance Plan to focus on statewide consistency during intake, including the completion of the consensus building meetings on a quarterly basis.

1 Timeliness of initiating investigating of reports of child maltreatment Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		1.2.2	Develop and implement referrer satisfaction surveys to be conducted every six months a. Develop surveys	12/04	3/05	(KCF II) The required due date for this item has been changed to 3/05. This will result in the final implementation being delayed by three months.

2 Repeat maltreatment Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
2.1	Eliminate and prevent duplicate incidents within the statewide information system.	2.1.1	Develop and implement strategies to eliminate and prevent duplicate incidents in CAMIS			(PIP)
		a. Establish a policy workgroup, including representatives from CATS and the Data Unit, to develop recommendations for strategies to address duplicate incidents in CAMIS	9/04	Complete	Although benchmark “b” is delayed by two months, the schedule has been adjusted so that implementation is delayed by one month.	
	b. Workgroup reports out on recommended strategies	12/04	2/05			

3 Risk of harm to child Action Steps				
Goals	Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference

3 Risk of harm to child Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
3.1	Improve percentage and quality of completed safety plans and risk assessments completed within required timeframes.	3.1.1	Review and revise Kids Come First (KCF) policy framework and tools <ul style="list-style-type: none"> a. Establish policy workgroup to develop policy and tools, including a tool for staff to assist in building safety plans. These tools will include a minimum requirement for all safety plans as well as giving examples specific to major safety factors 	9/04-12/04	Complete	(PIP)
3.2	Improve the quality of safety assessment and safety plans.	3.2.1	Implement Family Team Decision Making (FTDM) meetings as soon as possible, and within 72 hours of a child's placement in out-of-home care to develop more effective safety plans <ul style="list-style-type: none"> a. Develop policy and practice guidelines and protocols to support FTDM b. Hire and train facilitators for urban centers (Phase I) c. Provide training to staff, foster parents and community partners on the model d. Implement Phase I of the model, beginning with urban centers 	10/04 10/04 11/04 12/04	Complete Complete Complete Complete	(PIP and KCF II)
3.3	Reduce the number of children re-entering foster care.	3.3.1	Develop and implement a six month after care support plan for children exiting care <ul style="list-style-type: none"> a. Utilizing the policy workgroup from section 3.1.1, review and revise Kids Come First (KCF) policy framework and tools to include 6-month after care support program 	9/04-12/04	Complete	(PIP)

4 Child Protective Services investigations Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
4.1	Improve protection for children.	4.1.2	<p>Increase percentage of health and safety visits with children in out-of-home care (90-day visits), conducted by DCFS social workers, to 90%</p> <ul style="list-style-type: none"> a. Provide each office with current baseline for 90-day visits b. Provide monthly reports for each office on the status of 90-day visits c. All office achieve 75% compliance 	10/04	Complete	(KCF II)
		4.1.6	<p>Review and revise policy regarding the placement of children in the custody of CA to reflect children will not be placed in:</p> <ul style="list-style-type: none"> ▪ <i>Institutions not designed to receive foster children, such as adult mental hospitals or detox facilities where children and adults are commingled;</i> ▪ <i>A foster home without specialized training and support to provide for the safety of children in the home when sexually aggressive or physically assaultive children reside in the home;</i> ▪ <i>DSHS offices, including repeated daily stays at DSHS offices;</i> ▪ <i>Apartment or motels, unless an appropriate licensed foster family or relative caregiver is not available and only with administrative approval and a determination that adequate supervision is provided for the child. This does not preclude appropriate placement in a licensed or approved independent living program.</i> <ul style="list-style-type: none"> a. Establish workgroup to review and revise current policy regarding the placement of children to include the above listed items 	12/04	Complete	(Braam)
4.2	Improve response to child neglect.	4.2.3	<p>Develop and provide training for staff, foster parents, community partners and contracted providers on engaging families, relatives and fathers</p> <ul style="list-style-type: none"> a. Establish planning group to develop training curriculum and training schedule b. Complete development of training curriculum and publish training schedule 	9/04	Complete	(PIP and Braam)
				12/04	Complete	

4 Child Protective Services investigations Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		4.2.4	In collaboration with contracted providers develop and implement revisions to ARS, FPS and IFPS to better serve chronically referring families a. Establish workgroup to develop recommended service provision plan and identify any required legislative revisions and costs b. Workgroup report out recommendations	9/04 11/04	Complete Complete	(PIP)
		4.2.5	Increase referrals to Early Intervention Program (EIP) contracts statewide and set performance measure a. Convene meeting(s) between Program and Policy, CATS and Data Unit, to determine needs and requirements for tracking system b. Complete development of requirements	10/04 12/04	Complete Complete	(KCF II)
		4.4	Strengthen and Improve Child Protection Teams (CPTs)			
		4.4.1	Through a multi-disciplinary workgroup, conduct a statewide review of the Child Protection Team (CPT) system, including membership, participation, information sharing, and the review process a. Establish terms of reference for the review b. Establish multi-disciplinary review team	9/04 10/04	Complete Complete	(KCF II)

Permanency



Outcomes:

Children will have permanency and stability in their living situations.

The continuity of family relationships and connections is preserved for children.

- Foster Care re-entries
- Stability of foster care placement
- Permanency goal for child
- Reunification, guardianship or permanent placement with relatives
- Adoptions
- Permanency goal of other planned permanent living arrangement
- Child Welfare Services
- Disproportionality

5 Foster care re-entries

Data Measures

Measurement Goal or Description		Percent or Date	1 st Quarter 2004
Measurement Method	<p>CAMIS Data - Percent of children in care during the reporting period who re-entered within 12 months of a prior foster care episode which ended in reunification.</p> <p>Measure will model federal calculation methodology using a rolling 12-month period for each quarter.</p>	National Standard: 8.6%	See Narrative on Pages 5-6
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)	14.8%	
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	13.45%	
Goal's Projected Date of Achievement	No later than two years from PIP approval	9/06	

5 Foster care re-entries Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
5.1	Reduce the number of children re-entering foster care.	5.1.4	Review current policies and procedures pertaining to in-home dependencies and develop recommendations regarding trial home visits a. Establish policy workgroup, including representatives from the Data Unit, to review current policies and develop recommendations for use of trial home visits	11/04	Complete	(PIP)
		5.1.5	Recalculate re-entry measures based on including trial home visits and in-home dependencies in the period for which children are considered to be in out-of-home care prior to reunification, and establish new baseline with the new episode end date a. Reprogram AFCARS extraction logic b. Re-submit AFCARS using standard submission procedure c. Recalculate re-entry measure and establish baseline	10/04 11/04 12/04	1/05 2/05 3/05	(PIP) Due to the underestimated complexity of the reprogramming, implementation of the final benchmark is projected to be delayed by two months.
		5.1.6	Conduct regional forums for staff, community partners and Tribes and Indian Organizations, to review summary of research findings on factors related to re-entry and Washington's data and develop regional action strategies to address re-entry a. Schedule regional forums for all six regions	12/04	3/05	(PIP) Although benchmark "a" is delayed by three months. By adjusting the dates in benchmark "b", the final implementation of the task is expected to be completed on time.
		5.1.7	In cooperation with service providers develop recommendations for providing reunification support and interventions to maximize the utilization of Family Preservation Services (FPS) when the plan is reunification a. Establish policy workgroup, including service providers, to develop recommendations	12/04	Complete	(PIP and KCF II)

6 Stability of foster care placement

Data Measures

Measurement Goal or Description		Percent or Date	1 st Quarter
Measurement Method	<p>CAMIS Data - Percent of children in care less than 12 months from the time of the latest removal during the reporting period with no more than two placement settings.</p> <p>Measure will model federal calculation methodology using a rolling 12-month period for each quarter.</p>	<p>National Standard:</p> <p>86.7%</p>	See Narrative on Pages 5-6
Baseline Measure	Statewide aggregate AFCARS data for FY 2002 (per data profile)	83.7%	
Improvement Goal	Item achieved when improvement goal met or exceeded.	85.6%	
Goal's Projected Date of Achievement	No later than two years from PIP approval	9/06	

6 Stability of foster care placement
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
6.1	Reduce number of placement changes for children in care.	6.1.3	Provide respite to resource families to support placements at risk of disruption and provide appropriate access to respite care for caregivers requesting and needing this service, to include in-home respite care for licensed foster parents a. Review and revise existing respite policy to provide immediate respite to resource families where placement is at risk of disruption	12/04	Complete	(PIP and Braam)
		6.1.4	Notify child's representative (attorney/GAL/CASA) prior to placement move, except in emergencies. When a move has been made based on an emergency, the child's representative will be notified on the next business day a. Develop policy regarding notification to GAL/CASA	10/04	Complete	(Braam)
			b. Communicate policy to social workers, supervisors and GAL/CASA of policy requirement c. Implement policy	11/04 12/04	Complete Complete	

6 Stability of foster care placement Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
6.2	Increase support to resource families.	6.2.1	Implement statewide after hours support crisis line for foster parents and caregivers			(Braam and PIP)
			a. Review current models for after hours support already in existence and develop strategies to take statewide	9/04	Complete	This item has required a change in the plan. A step was added to develop an interim statewide after-hours support crisis line. Following implementation of this interim solution, the plan will be evaluated to determine if any changes to the crisis line need to occur prior to finalizing the program. The implementation of the interim program is projected to be one month later than the original finish date of the intended program, being in place by June 2005, rather than May 2005.
			b. Develop program criteria for statewide after-hours support crisis line	9/04	Complete	
			NEW Develop plan for INTERIM statewide after-hours support crisis line for foster parents and caregivers	-----	Complete	
			NEW Develop program criteria for INTERIM statewide after-hours support crisis line	-----	4/05	
			c. Hire and provide training to staff operating the program	11/04	5/05	
			d. Communicate with staff, caregivers and community partners	12/04	6/05	
			e. Create and provide "crisis cards" to foster parents.	12/04	6/05	
			f. Implement after-hours support crisis line program	5/05	-----	
			NEW Implement INTERIM after-hours support crisis line	-----	6/05	
			NEW Review INTERIM after-hours support crisis line program and make any necessary changes prior to finalization.	-----	10/05	
			g. Initiate quarterly progress reports to the field on after-hour crisis line	9/05	10/05	

6 Stability of foster care placement
Action Steps

Goals		Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
	6.2.2	Implement strategies to increase appropriate matching between children and caregivers at the time of initial placement (<i>e.g. increase completion rate of Pre-Passports within required timeframes</i>) a. Establish workgroup to develop strategies, including a process for how to track appropriate matching at initial placement	12/04	3/05	(Braam and PIP Item) Although benchmark "a" is delayed by three months, the schedule has been adjusted to complete the remaining benchmarks on time.
	6.2.7	Implement the Request for Proposal (RFP) for providing statewide foster parent support and recruitment a. Complete regional recruitment needs assessments b. Develop recruitment performance expectations for contracts c. Finalize Recruitment and Retention RFP (<i>includes regional, minority, sibling groups, adolescents and children with special needs</i>) d. Issue Recruitment and Retention RFP e. Review and select proposals f. Concurrently develop implementation and communication Plans	8/04 8/04 9/04 9/04 11/04 11/04	Complete Complete Complete Complete Complete 1/05	(Braam and PIP) Although benchmark "f" is delayed by three months, the schedule has been adjusted to complete the remaining benchmarks on time.
	6.2.8	Implement the Request for Proposal for providing statewide school-based foster parent recruitment a. Issue special school-based recruitment RFP b. Select provider and enter into contract for special school-based recruitment	9/04 10/04	Complete 1/05	(Braam) Although implementation of the RFP is currently delayed by three months, adjustments have been made to the schedule to complete the action step on time.

7 Permanency goal for child
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
7.1	Increase timely and accurate early identification of the permanency goal for children in out-of-home care.	7.1.1	Establish a permanency goal within the first 60 days of placement by requiring Local Indian Child Welfare Advisory Committee (LICWAC) staffings for those children meeting the criteria per current policy, within 60 days of placement a. In collaboration with Tribes and Indian Organizations, establish policy workgroup to develop policy and procedure recommendations	12/04	Complete	(PIP)
		7.1.2	Establish a permanency goal within the first 60 days of placement by developing practice guidelines for staff to specify the array of staffings that can be utilized for permanency planning a. Establish policy workgroup to develop policy and procedure recommendations	12/04	Complete	(PIP)
		7.1.3	Establish a policy requiring workers to change the goal on the ISSP, CAMIS and other pertinent documents within 30 days of identifying the new goal a. Utilizing workgroup from 7.1.2, develop policy and procedure recommendations	12/04	Complete	(PIP)
		7.1.5	Implement case conferences prior to dispositional hearing, as required by 2004 legislation a. Distribute interim practice guidelines b. Develop final practice guidelines for staff c. Orient staff, caregivers and community partners to case conference requirements d. Implement final policy and practice guidelines	9/04 10/04 11/04 12/04	Complete Complete 1/05 1/05	(Braam and PIP) Implementation is delayed by less than one month and will be completed effective January 25, 2005.

7 Permanency goal for child
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		7.1.6	Develop revised case plan (ISSP) which incorporates various assessment tools and service plans a. ISSP CQI Team complete development and distribution of practice guide to the current ISSP	12/04	Complete	(KCF II)
		7.1.8	Conduct staffings for all children in care for two years who do not have an identified permanent placement by September 1, 2004 a. Identify all children in care for two years who do not have an identified permanent placement by region/office	11/04	Complete	(PIP and KCF II)
7.3	Reduce court continuances	7.3.1	Collaborate with CIP Steering Committee in the planning and implementation of specific projects, including Dependency and Termination Equal Justice Committee (DTEJC) recommendations for improvements within the court system a. Provide support and assistance and participate with the CIP Steering Committee in the development of the Judicial Leadership Forum on Dependency to focus leaders in the court system on strategies to implement improvements based on the CFSR findings b. Participate with senior judicial officials, CIP staff, and others to implement strategies developed by the Judicial Forum c. Support and assist the CIP in the incorporation of the CFSR findings relating to the dependency courts in the CIP reassessment process	9/04 10/04 ongoing 12/04	Complete Initiation Complete Complete	(PIP)

7 Permanency goal for child Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
7.4	Increase conformity with Adoption and Safe Families Act (ASFA) requirements	7.4.1	In collaboration with the Administrative Office of the Courts (AOC), Assistant Attorney General (AAG), and Office of Public Defense (OPD), update the model court order to indicate a finding including compelling reasons not to file TPR <ul style="list-style-type: none"> a. Participate in the workgroup to develop recommendations for updates to court order 	10/04	1/05	(PIP) Although benchmark "a" is delayed by three months, the schedule has been adjusted to complete the remaining benchmarks on time.
7.2	Improve and implement Legal and Placement Screen updates in Case and Management Information System/GUI	7.4.2	Seek technical assistance from the National Child Welfare Resource Center on Legal and Judicial Issues pertaining to legal and judicial support, on how to impact change within the court system <ul style="list-style-type: none"> a. Contact the resource center to determine availability and resources b. Seek approval from Region X gatekeeper for use of resource center 	12/04 12/04	1/05 1/05	(PIP) The National Resource Center has been contacted and is available to provide support. They are in the process of reviewing our Child and Family Services Review results and developing a plan for Washington. Final Implementation is delayed by one month.
		7.4.3	Identify the barriers and data gaps within each agency (Courts, CA, AAG) and develop strategies to address the barriers and gaps <ul style="list-style-type: none"> a. Establish workgroup between CA and AAG to examine the time from referral to AAG for TPR and completion of TPR 	9/04	Complete	(PIP)
7.6	Develop clear definitions of acceptable permanent plans.	7.6.2	Develop policies and procedures for when guardianship may be an appropriate permanent plan (<i>clarifying guardian and departmental responsibilities</i>) <ul style="list-style-type: none"> a. Complete development of policies and procedures b. CA Management review and approval c. Orientate staff to new policies 	7/04 8/04 8/04	Complete Complete Complete	(PIP)

7 Permanency goal for child Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
			d. Communicate policy changes with potential guardians and Courts	8/04	Complete	
			e. Implement policy changes	9/04	Complete	

8 Reunification, guardianship or permanent placement with relatives Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
8.1	Improve protection for children.	8.1.2	Review and revise the Transition and Safety Planning tool to address the issue of attachment and bonding between parents and child(ren) prior to return home, and including activities and services that assist the children in moving from one cultural experience to another (including daily routines, diet, language, etc) a. Utilizing the workgroup established in section 3.1.1, develop recommendations for changes to KCF policy and tools	9/04-12/04	Complete	(PIP)
8.2	Strengthen the permanency option of guardianship for relative caregivers.	8.2.2	In collaboration with community partners, develop, seek and implement guardianship legislation to change current statute of "dependency guardianships" to dismiss dependency upon establishment of guardianship and to establish a post-guardianship support program a. Draft legislative proposal b. Submit legislation	11/04 12/04	Complete 1/05	(PIP and KCF II) Although implementation of benchmark "b" is delayed by one month to correspond with the legislative session, adjustments have been made to the schedule to complete the final implementation on time.

8 Reunification, guardianship or permanent placement with relatives Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
8.3	Increase number of relative placements.	8.3.2	Develop and implement caregiver initial assessment policy to support immediate relative placements a. Workgroup develops initial assessment tool and policy	12/04	Complete	(PIP and Braam)
		8.3.3	Implement relative home study a. Workgroup develops initial assessment tool and policy	12/04	Complete	(PIP and Braam)
8.4	Increase timely resolution of permanent plans for children.	8.4.1	Collaborate with CIP Steering Committee regarding the development of Family Drug Courts a. Participate with CIP Steering Committee to review responses to drug court RFP b. Participate with CIP Steering Committee in developing plan to support additional Family Drug Courts	9/04 12/04	Complete Complete	(PIP and KCF II)
		8.4.2	Implement an automated prompt, via CAMIS, to supervisors and social workers on the 5 th month and 9 th month of a child's placement in out-of-home care, to promote timely completion of permanency plans a. High level planning complete (assigning staff, prioritizing the work, estimating the effort to complete)	12/04	1/05	(PIP) Due to the scheduled release of information system changes occurring quarterly, final implementation of this task is delayed by three months.

9 Adoptions
Data Measures

Measurement Goal or Description		Percent or Date	1 st Quarter
Measurement Method	<p>CAMIS Data - Percent of children who exited foster care during the reporting period to finalized adoption, and exited care in less than 24 months from the time of the latest removal from home.</p> <p>Measure will model federal calculation methodology using a rolling 12-month period for each quarter.</p>	<p>National Standard: 32.0%</p>	See Narrative on Pages 5-6
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)	26.7%	
Improvement Goal	Item achieved when improvement goal met or exceeded.	29.5%	
Goal's Projected Date of Achievement	No later than two years from the final PIP approval	9/06	

9 Adoptions Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
9.1	Increase timeliness and rate of adoptions.	9.1.1	Complete implementation of the Unified Home Study a. Develop policy	9/04	Complete	(PIP)
		9.1.6	Develop and implement an interim policy requiring that all placement cases be transferred from CPS to CWS no later than the dependency Fact-Finding hearing a. Establish a policy workgroup to develop interim policy b. CA Management reviews and approves appropriate recommendations	10/04 12/04	Complete 1/05	(PIP) Although implementation of benchmark "b" is delayed by one month, adjustments have been made to the schedule to complete implementation on time. This policy will be communicated on February 25, 2005.
9.2	Increase the rate of foster-to-adopt placements.	9.2.1	Require licensors to discuss the option of adoption with families at the time of licensure a. Establish workgroup to develop policy recommendations	12/04	Complete	(PIP)
		9.2.2	Require service providers for foster parent recruitment to discuss adoptions with all newly recruited resource families a. Utilizing workgroup in 9.2.1, develop practice guidelines for service providers	12/04	Complete	(PIP)
		9.2.3	Require CWS workers to discuss with all resource families prior to TPR their potential interest in adoption of the children in their care a. Utilizing workgroup in 9.2.1, develop policies and practice guidelines for CWS workers	12/04	Complete	(PIP)
9.3	Improve support to post-adoption and permanent	9.3.1	In collaboration with community partners, develop and implement regional resource centers for post-adoption families and permanent kinship families a. Research service models and operating costs	7/04	Complete	(Braam and KCF II)

9 Adoptions Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
	kinship families.		b. Identify community partners c. Complete regional assessment of needs and support service availability d. Implement resource centers in regions with existing community partners and services	8/04 10/04 12/04 12/04	Complete Complete Complete Complete	
9.4	Increase child specific recruitment.	9.4.1	Increase contracts with qualified recruitment agencies, to include North West Adoption Exchange (NWAE) and Washington Adoption Resource Exchange (WARE) to increase specialized recruitment a. Increase budget to add 15 children to contract (<i>legally free, under the age of 6, not in the home of choice</i>)	12/04	Complete	(PIP)

10 Permanency goal of other planned permanent living arrangement Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
10.1	Increase permanency options for adolescents in care.	10.1.1	In collaboration with community partners, develop policy regarding discharge from care to enable youth to receive service until they are 21, unless they wish to opt out earlier and include policies requiring youth to be involved in a private or public educational, vocational program or employed to meet the criteria to remain in care <u><i>This action step and following benchmarks are subject to 2005 budget request:</i></u> a. Establish workgroup to develop policy and program recommendations and draft proposed legislation recommendations	10/04-12/04	Complete	(Braam and KCF II)

10 Permanency goal of other planned permanent living arrangement Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
			b. Submit draft legislation	12/04	Complete	
10.4	Improve quality and accessibility of services for adolescents.	10.4.2	Implement the Ansell-Casey computerized Independent Living Services (ILS) skills assessment and case planning model <ul style="list-style-type: none"> a. Provide training to all IL contract providers. b. Amend all ILS contracts to require utilization of the new model c. Provide training to CA staff working with adolescents regarding the new model 	9/04 10/04 9/04-11/04	Complete Complete Complete	(PIP and Braam)

12 Disproportionality Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
12.1	Increase culturally competent and individually tailored services available for children, families, and kinship providers.	12.1.3	In collaboration with contracted service providers and Tribal partners, revise contracts to ensure children and families that are served directly by Tribes are ensured equal access to the services of CA contracted providers <ul style="list-style-type: none"> a. Draft letter to Tribes, IPAC, IPSS and a representative cross-section of contracted service providers that explains the intent to ensure language is included in all CA contracts which stipulate that Tribal social service programs may access services for their client population. 	11/04	Complete	(KCF II)

12 Disproportionality Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		12.1.4	Regional diversity managers distribute regional diversity profiles to staff and community partners on an annual basis <ul style="list-style-type: none"> a. Regional diversity program managers develop profiles b. Profiles sent to regional management for review c. Begin first annual distribution of regional profiles to community partners 	10/04 11/04 12/04	Complete Complete 3/05	(PIP) Implementation is delayed by three months. Data is being collected and will be reviewed prior to distribution to community partners.
12.3	Increase timely permanency for children in out-of-home care.	12.3.2	Conduct a priority staffing for children who are African American, American Indian, and other children disproportionately represented in out-of-home care who have been in care greater than two years as of September 1, 2004 <ul style="list-style-type: none"> a. Identify children in care for two years who do not have an identified permanent placement by regions/office 	10/04	Complete	(KCF II)
12.4	Improve development and monitoring of contracts to include outcome based and culturally appropriate services for children and families.	12.4.1	In collaboration with contract providers implement CA contract reform model <ul style="list-style-type: none"> a. Develop ARS, EIS, FPS and IFPS workgroups to refine contract outcome and develop measurement tools for these services 	9/04-12/04	Complete	(PIP and KCF II)

Engagement

3



Outcome:

Children, parents, Tribes and caregivers are engaged in case planning and decision making.

- Needs and services of child, parents and foster parents
- Social worker and caregiver engagement with child(ren) and families

13 Needs and services of child, parent and foster parents Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
13.1	Increase early and ongoing involvement of children, parents, resource families and Tribes in the assessment, development of case plans and major decisions.	13.1.3	Develop and implement a strength-based family assessment tool a. Establish workgroup, including representatives from CATS, to develop a strength-based family assessment tool, supporting policies and automation requirements b. Workgroup to report out on recommendations	9/04-12/04 12/04	Complete Complete	(PIP)
		13.1.4	Review current models for family meetings (<i>Family Group Conferences, Family Team Meetings, and Family Decision Making</i>) and develop and implement protocols and tools for what models are appropriate to be used during various decision making stages throughout the life of a case a. Establish policy workgroup to develop protocols and structured decision making tools b. Workgroup to report out on recommended protocols for family meeting models	9/04-12/04 12/04	Complete Complete	(KCF II)
		13.1.5	Review all required staffings for children and families and develop recommendations for consolidation a. Establish policy workgroup to review current requirements and make recommendations	9/04-1/05	Complete	(KCF II)
		13.1.6	Implement case conferences prior to dispositional hearing, as required by 2004 legislation	(Refer to 7.1.5)		(Braam, KCF II and PIP) Implementation is delayed by less than one month and will be completed effective January 25, 2005.

13 Needs and services of child, parent and foster parents Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
13.2	Nurture, support and maintain the parent child relationship.	13.2.1	Develop and implement tools to maximize maternal and paternal involvement in decision making for the needs of their child <ul style="list-style-type: none"> a. Establish workgroup to develop a guide for social workers on how to involve parents in decision-making (both discretionary and non-discretionary) 	12/04	Complete	(PIP)

14 Social worker and caregiver engagement with child(ren) and families Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
14.1	Increase quality and frequency of social worker contact with children, parents and caregivers.	14.1.1	For children placed in out-of-home care, develop and implement an <i>INTERIM</i> policy and practice guideline for 30-day visits between social worker and parents, and social worker and child <ul style="list-style-type: none"> a. Establish policy workgroup to develop <i>interim</i> policy recommendations and practice guidelines to include case load threshold for which the 30-day rule would apply and alternate frequency for when it does not (<i>alternate frequencies based on case load ratio</i>) b. Workgroup to report out recommendations c. CA Management reviews and approves policy recommendations 	9/04 11/04 12/04	Complete Complete Complete	(PIP)

14 Social worker and caregiver engagement with child(ren) and families
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		14.1.3	Review and revise contracts/licenses with Child Placing Agencies (CPA) and make necessary changes to support 30-day visits a. Review CPA contracts to determine what changes need to be made, and determine affected contracts	12/04	Complete	(PIP, KCF II and Braam)
		14.1.4	For children and families receiving services in their own home (non-dependent), develop and implement an <i>INTERIM</i> policy and practice guideline for 30-day visits between social worker and parents and social worker and child which address monitoring safety issues. a. Utilizing workgroup in 14.1.1, establish policy workgroup to develop interim policy recommendations and practice guidelines to include case load threshold for which the 30-day rule would apply and alternate frequency for when it does not (<i>alternate frequencies based on case load ratio</i>) b. Workgroup to report out recommendations c. CA Management reviews and approves policy recommendations	9/04 11/04 12/04	Complete Complete Complete	(PIP)
		14.2	Increase quality and frequency of caregiver contact with parents.			
		14.2.1	Institute a placement agreement with the resource family that defines expectations around resource family/birth parent relationship building including an introductory meeting within 72 hours of placement a. Establish a policy workgroup to develop recommendations and define expectations for meetings, to include the requirement to address parental visitation and preserving connections)	10/04	Complete	(PIP)

14 Social worker and caregiver engagement with child(ren) and families
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		14.2.2	Implement parent mentoring program in selected offices in each region utilizing specially trained foster parents to mentor birth parents <u><i>This action step and following benchmarks are subject to 2005 Budget Request</i></u> a. Review existing models for parent mentoring programs	10/04	Complete	(KCF II)
14.3	Increase knowledge of staff, foster parents and providers on techniques of family engagement.	14.3.1	Develop and provide training for staff, foster parents, community partners and contracted providers on engaging families, relatives and fathers a. Establish planning group to develop training curriculum and training schedule b. Complete development of training curriculum and publish training schedule	9/04 12/04	Complete Complete	(PIP and Braam)

Child and Family Well-being

4



Outcome:

Children will have appropriate services to meet their needs.

- Educational needs of the child(ren)
- Physical health needs of the child(ren)
- Mental health needs of the child(ren)
- Preserving connections

15 Educational needs of the child(ren)
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
15.1	Improve response to educational needs of children.	15.1.1	Establish expectations and practice guidelines for social workers regarding educational assessment and advocacy across all programs for in-home and out-of-home cases a. Establish workgroup to develop expectations and practice guidelines	12/04	Complete	(PIP)
15.2	Improve response to educational needs of children.	15.2.2	Revise FRS program to address issue of educational advocacy for children receiving services in their own home a. Establish policy workgroup, including FRS social workers, to develop policy recommendations and practice guidelines for addressing issue of educational advocacy within the FRS program	9/04	Complete	(PIP)
			b. Workgroup reports out on recommendations	1/05	Complete	
		15.2.5	Increase the number of children exiting care with high school diplomas and/or GED's a. Utilizing current performance measures establish baselines of graduation rates and/or GED's for each region and set performance measures b. Review and report quarterly to the field on performance measure	9/04 12/04-9/06	Complete 2/05	(KCF II) This dates for reporting have been modified to report performance measures annually, corresponding with CA's Annual Report, with first report expected in February 2005.

15 Educational needs of the child(ren)
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
15.3	Collaborate with partners to improve educational outcomes for children receiving services from Children's Administration.	15.3.1	In collaboration with partners, develop interagency working agreements between OSPI and CA to include protocols for effective information sharing and service planning for children in care <ul style="list-style-type: none"> a. Statewide MOU between OSPI and CA signed b. Conduct statewide summit to bring together regions with local school districts to get acquainted, build awareness, plan for regional meetings, and outline steps that will lead to a MOU between DCFS and local school districts 	7/04 10/04	Complete Complete	(PIP and Braam)
		15.3.2	In collaboration with OSPI and local schools conduct regional Educational Achievement Summits <ul style="list-style-type: none"> a. Regional representatives attend statewide summit and regional breakout groups begin to plan region summits 	10/04	Complete	(PIP and Braam)
		15.3.3	Implement regional and statewide information and referral liaisons <ul style="list-style-type: none"> a. Regions identify Education leads b. Provide regional and/or office contacts in local agreements 	10/04 12/04	Complete Complete	(PIP and Braam)

15 Educational needs of the child(ren)
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		15.3.4	<p>Work with Washington Education Foundation to obtain funding and implement the Foster Care to College Partnership plan, which includes establishing six regional educational outreach positions, who will serve as liaisons to assist children (16-18 year olds) in out-of-home care in meeting higher education goals</p> <ul style="list-style-type: none"> a. In collaboration with Washington Education Foundation, complete Foster Care to College Partnership proposal b. Seek three year grant funding 	<p>10/04</p> <p>10/04-2/05</p>	<p>Complete</p> <p>On track</p>	(Braam and KCF II)
15.4	Increase overall knowledge of educational resources and clarity of roles for youth, parents, relative caregivers, foster parents, school staff, social workers and courts.	15.4.1	<p>Develop and distribute educational brochures and/or information packets in collaboration with the education sector (<i>Packets to include basic statewide information including: mandatory reporting information, and program descriptions for CA and schools</i>)</p> <ul style="list-style-type: none"> a. In collaboration with OSPI, develop packet contents. 	10/04	Complete	(PIP)

16 Physical health needs of the child(ren) Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
16.1	Improve health care screening for children receiving services from Children's Administration.	16.1.1	Develop and implement an integrated, tiered system for evaluation of the health, development and educational needs for children in out-of-home care a. Establish policy workgroup to develop recommendations for integration of Pre-Passport and Passport Programs including the development of criteria, based on Pre-Passport results, to provide Passport services to children who have additional health needs	9/04	Complete	(PIP)
		16.1.4	In collaboration with community partners, utilizing Pre-Passport and Passport profiles, or any successor model, identify service gaps and create state or regional plans to fill gaps through maximizing local resources a. Establish regional workgroups	12/04	Complete	(PIP and Braam)
16.2	Improve access to medical care for children receiving services from Children's Administration.	16.2.1	Improve availability and utilization of regional medical consultants a. Restructure use of medical consultants by identifying clear roles and responsibilities	12/04	Complete	(PIP and Braam)
		16.2.2	Identify service needs and connect to services and resources through the utilization of "No Wrong Door" staffings within six months prior to the child exiting care a. Establish workgroup, including CATS representatives, to determine criteria and policy requirements for staffings, including a process for tracking of "No Wrong Door" staffings in each region b. Workgroup reports out on recommended strategies.	9/04 12/04	Complete 2/05	(Braam and PIP) Although benchmark "b" is delayed by two months, the schedule has been adjusted to complete the remaining benchmarks on schedule.

16 Physical health needs of the child(ren)

Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		16.2.3	Develop and implement a case filing system to consolidate health records for children in care. (i.e. developing a separate binder for health care records) a. Establish policy workgroup to develop recommendations for consolidation of health care records for children in out-of-home care, including policies for dissemination of health care records to resource families caring for the children	12/04	Complete	(PIP)
		16.2.4	In collaboration with partners, develop and implement strategies to expand providers for dental care for children in out-of-home care a. Establish workgroup, including representatives from MAA, to develop strategies for expansion of dental providers for children in out-of-home care.	12/04	Complete	(KCF II)
16.3	Caregivers will be informed about children they provide care for so that they are capable of meeting their needs.	16.3.3	Increase participation of licensed foster parents and relative caregivers in Pre-Passport staffings. a. Utilizing workgroup established in 22.2.2, develop process for Pre-Passport staff to track and report on foster parent participation in Pre-Passport staffings	12/04-3/05	On track	(Braam)

17 Mental health needs of the child(ren) Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
17.1	Improve quality and accessibility of mental health services to children receiving services from Children's Administration.	17.1.1	Regions develop (or update) resource guides for staff regarding existing mental health resources available in each region a. Regions complete resource guides	12/04	Complete	(PIP)
		17.1.3	In collaboration with other DSHS Administrations and community partners, continue workgroup efforts to review current system for children's mental health and develop plans and recommendations for improvements a. Statewide workgroup develops recommendations. b. Report recommendations to the Assistant Secretaries from JRA, CA and MHD c. Assistant Secretaries review and prioritize recommendations d. Recommendations adopted and implementation begins e. Establish FTE to coordinate between systems (JRA, CA, MHD) and work on implementation plan f. In collaboration with JRA and MHD, identify opportunities and advocate for funding for statewide parent support position	7/04 7/04 9/04 10/04 10/04 12/04	Complete Complete Complete Complete Complete Complete	(KCF II)

17 Mental health needs of the child(ren)
Action Steps

Goals		Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
	17.1.4	Complete implementation of the newly developed agreements with Regional Support Networks (RSN) in each region by conducting informational sessions to RSN's and Children's Administration field offices on: <ul style="list-style-type: none"> ▪ <i>MOU between CA and Mental Health</i> ▪ <i>Access to care standards</i> ▪ <i>RSN protocols</i> a. In coordination with regional offices, establish schedule for informational sessions	10/04	Complete	(PIP and Braam)
	17.1.5	Review implementation of RSN agreements annually and develop plans to problem solve issues <ul style="list-style-type: none"> a. Conduct joint meeting of CA management, MHD management and RSN's to evaluate implementation of RSN agreements and develop plans to address identified issues 	12/04 ongoing	Initiation Complete	(KCF II)
	17.1.6	Improve availability and utilization of regional medical consultants (<i>e.g. psychiatrists</i>) <ul style="list-style-type: none"> a. Restructure use of medical consultants by identifying clear roles and responsibilities (<i>i.e. review of drug regimen for children, review of group care/BRS cases, etc</i>) 	12/04	Complete	(PIP)
	17.1.8	Develop and encourage Juvenile Court Judges to use a checklist for each review which prompts the Court to seek information on whether or not the physical and mental health and education needs of dependent children are being met <ul style="list-style-type: none"> a. In collaboration with partners, develop draft checklist and supporting DCFS documents to support checklist 	11/04-6/05	On track	(Braam)

17		Mental health needs of the child(ren) Action Steps				
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
17.2	Increase the placement options available to meet the needs of children in out-of-home care.	17.2.1	Develop and implement pilot programs in at least 3 sites providing therapeutic foster care using effective, evidence-based models of care for children with emotional and behavioral challenges a. Develop RFP	12/04	Complete	(Braam)

18 Preserving connections Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
18.1	Increase quality and frequency of visits between children, parents, and siblings.	18.1.1	Develop policies and protocols regarding visitations for children in foster care to include frequency of visitation <ul style="list-style-type: none">a. Establish a policy workgroup including stakeholders and researchers, to develop a framework for visitations between parents and children and siblings that is utilized uniformly across regions. Framework to include guidelines for visitations which encompass:<ul style="list-style-type: none">▪ When visitations can be unsupervised,▪ When visitations can be outside of the DCFS office,▪ When visitations can be outside DCFS office hours, and▪ Who is able to supervise visits▪ How the visitation issues will be addressed during the Family Team Decision Making meeting which occurs within 72 hours of a child's placement in out-of-home care.▪ How the visitation issues will be addressed in other staffings and supervisory conferences▪ Guidelines for documentation of visits for social workers and contracted service providersb. Workgroup reports out on recommendations	9/04-12/04	Complete	(PIP and Braam)
				12/04	Complete	
				18.1.2	Develop and implement a Parent Aid Model <u><i>This action step and following benchmarks are subject to 2005 budget request:</i></u> <ul style="list-style-type: none">a. In collaboration with community partners, establish a workgroup to develop a framework for the Parent Aid Model	12/04-3/05

18 Preserving connections Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
18.2	Implement programs to increase quality and focus on preserving child's connection to family, community, culture and religion.	18.2.1	Strengthen ISSP (service plan) and ISSP Guide to include provisions for early identification of Tribal or Band affiliation and other cultural heritage a. ISSP workgroup develops recommendations for changes to the ISSP and ISSP guide to support early identification of a child's heritage	12/04	Complete	(PIP)
		18.2.5	Expand PRIDE (foster parent training) curriculum to include module on working with the child's parents a. In collaboration with partners, establish a workgroup to develop recommendations for curriculum changes	9/04-3/05	On Track	(PIP)
18.3	Increase compliance with the Indian Child Welfare Act (ICWA).	18.3.1	Each office will have access to ICW specialists who will serve as a resource to other workers on ICW issues a. Define the role of the ICW specialist b. Identify ICW specialist c. Provide training to ICW specialist	9/04 10/04 12/04	1/05 2/05 3/05	(PIP) Although benchmark "c" is delayed by three months, the schedule has been adjusted so that final implementation is delayed by two months.
		18.3.3	In collaboration with Tribes and Indian Organizations, develop a list of Tribal resources available and accessible for use by CA in each region, and resources in each region available and accessible for Tribal use a. Establish regional workgroups with Tribes to develop resource lists	(Refer to 38.1.7)	Not Due	(PIP and KCF II) This item has been merged with 38.1.7, and has resulted in date changes. Benchmark "a" as written in 38.1.7 is due 1/05 and will be reported on during the second quarter.

Adolescents



Outcome:

Improve quality and accessibility of services for adolescents.

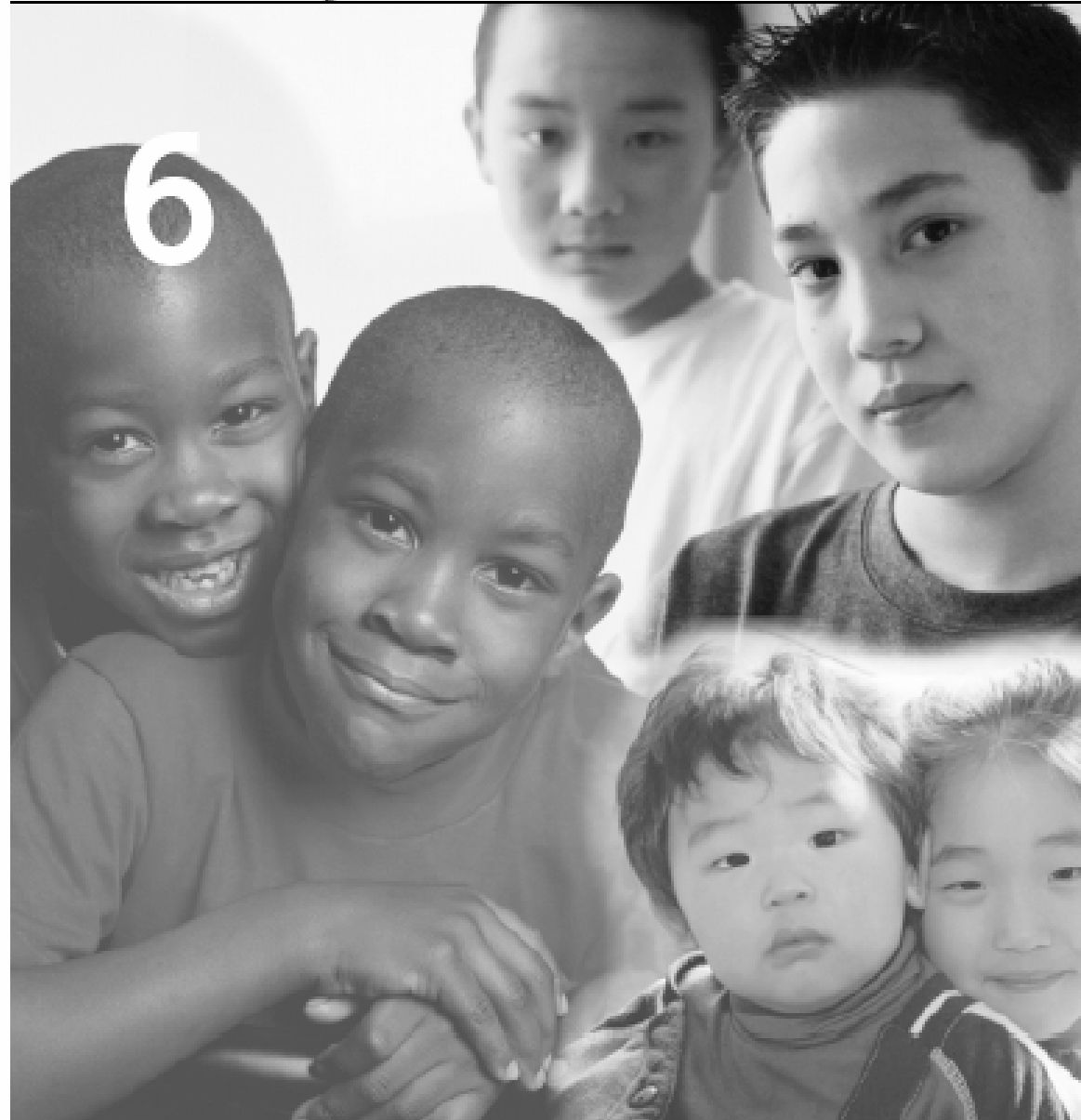
- Services for adolescents

19 Services for adolescents
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
19.1	Improve quality and accessibility of services for adolescents.	19.1.1	In collaboration with other DSHS Administrations and community partners develop an integrated re-designed service model for adolescents <u><i>This action step and the following benchmarks are subject to 2005 budget request:</i></u> a. Workgroup develops recommendations for a redesigned service model for adolescents including budget	9/04-6/05	On Track	(Braam and KCF II)
		19.1.4	In collaboration with service providers, review and revise the ILS program to add a focus on reconciliation issues that exist with birth families, and transition to adulthood a. Review contracts with providers to ensure clearly defined program goals	9/04-12/04	Complete	(KCF II)
		19.1.7	Establish Youth Advisory Group a. Develop model for youth advisory group	12/04	Complete	(Braam and KCF II)
19.2	Increase youth involvement in case plan development.	19.2.1	Develop and implement strategies to address permanency planning with adolescents a. Workgroup develops practice guidelines for engaging youth in case planning and promoting active permanency planning with youth	9/04-3/05	On Track	(PIP)
		19.2.3	In collaboration with service providers develop and implement a policy requiring a family meeting be convened for adolescents entering and exiting BRS placements a. Workgroup develops policy and procedures	9/04-12/04	Complete	(KCF II)

19 Services for adolescents Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
19.3	Improve response to adolescents at risk.	19.3.2	Develop and implement strategies to decrease runaway behaviors in adolescents in out-of-home care <ul style="list-style-type: none"> a. Review Washington data on nature and frequency of adolescent running away behavior b. Review systemic data and literature on methods and supports to caregivers to decrease running away behavior in adolescents 	10/04 11/04	Complete Complete	(Braam)

Kinship Care



Outcome:

Kinship families receive increased support.

- Relative placement
- Increased access to services for kinship care

20 Relative placement Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
20.1 Increase number of relative searches.	20.1.1 Develop standardized guide for social workers on how to conduct appropriate searches for fathers and relatives <ul style="list-style-type: none"> a. Establish a workgroup to review current models for relative search utilized throughout the state, and develop a standardized guide for workers 	12/04	Complete	(PIP)

21 Increased access to services for kinship providers Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
21.1 Increase access to services for kinship care and guardianship providers.	21.1.1 Develop and implement revised policy framework for kinship care <ul style="list-style-type: none"> a. Establish policy workgroup to: <ul style="list-style-type: none"> • <i>Develop policy providing access to services for non-licensed kinship care providers; and</i> • <i>Develop tools (e.g. ancestry chart, genogram) for Kinship care policy, including how it supports Tribal ICWA law requirements.</i> 	9/04	Complete	(Braam and KCF II)
	21.1.3 Expand support for kinship care providers to include: <ul style="list-style-type: none"> a. Develop and implement regional resource centers to provide referrals and facilitate access to services to support post-adoption, permanent kinship families and guardianship providers 	(Refer to 9.3.1)	Complete	(Braam and KCF II)

21 Increased access to services for kinship providers Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		21.1.4	Expand support for guardianship providers to include: a. Develop and implement regional resource centers for post-adoption families, permanent kinship families and guardianship providers	(Refer to 9.3.1)	Complete	(Braam and KCF II)

Resource Family Recruitment and Retention

7



Outcome:

Children will have placement choices and resource families are retained and supported.

- Foster parent and staff teamwork
- Retention and support
- Recruitment and licensing

22 Foster parent and staff teamwork
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
22.1	Increase foster parent and staff teamwork and communication.	22.1.1	Implement the "Breakthrough Series" principles statewide a. Regions develop regional local strategies, based on the "Breakthrough Series" principles	12/04	1/05	(KCF II)
		22.1.2	Develop and implement cross-training between foster parents and staff (<i>e.g. teamwork, problem resolution</i>) a. Develop training curriculum	9/04-12/04	1/05	(Braam and KCF II) Although Implementation of benchmarks "a" and "b" are projected to be delayed by one month, an adjustment has been made to the schedule to complete the final implementation on time.
22.2	Increase proper and timely notification of hearings to foster/relative placement caregivers and their right to be heard.	22.2.2	Require notification to all resource families and provide support to increase participation and provide input in all meetings, staffings (including CPT's) and hearings involving planning for the children in their care a. Establish policy workgroup, including CATS, to draft recommended policy revisions, including the automated process for notification, the tools for how that notification is to be conducted, and where notification is to be documented. Policy workgroup will further draft the cover letter for the ISSP which specifies date of hearing and definitions of "right to be heard" and "input"	12/04	Complete	(PIP and Braam)

23 Retention and support Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
23.1	Retain and support licensed resource families.	23.1.1	Implement the Request for Proposal (RFP) for providing statewide foster parent support and recruitment	(Refer to 6.2.7)		(Braam and PIP) Although benchmark “f” is delayed by three months, the schedule has been adjusted to complete the remaining benchmarks on time.
		23.1.2	Implement the Request for Proposal for providing statewide school-based foster parent recruitment	(Refer to 6.2.8)		(Braam) Although implementation of the RFP is currently delayed by three months, adjustments have been made to the schedule to complete the action step on time.
		23.1.5	Implement a conflict resolution process in each region a. Workgroup develop policy and conflict resolution template	9/04-12/04	Complete	(KCF II)

24 Recruitment and licensing Action Steps

Goals		Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
24.1	Improve statewide foster parent recruitment.	24.1.1 Implement the Request for Proposal (RFP) for providing statewide foster parent support and recruitment	(Refer to 6.2.7)		(Braam and PIP) Although benchmark "f" is delayed by three months, the schedule has been adjusted to complete the remaining benchmarks on time.
		24.1.2 Implement the Request for Proposal for providing statewide school-based foster parent recruitment	(Refer to 6.2.8)		(Braam) Although implementation of the RFP is currently delayed by three months, adjustments have been made to the schedule to complete the action step on time.
		24.1.3 Develop and implement state and regional resource management plans, including recruitment for minority, school based, sibling groups and adolescent resources a. Work group develop resource management plan template b. Regions develop annual resource management plan	9/04-10/04 11/04-3/05	Complete On Track	(Braam and KCF II)
		24.1.4 Develop protocols to support Tribal licensing processes and recognize Tribal licensing standards. a. Work group examines fiscal and program feasibility and makes recommendations	12/04-3/05	On Track	

Consultation and Collaboration



Outcome:
Strengthened partnerships.

- Improving consultation processes with Tribes
- Collaboration to improve mental health services
- Collaboration with community partners and the Division of Alcohol and Substance Abuse (DASA)
- Collaboration with community partners, Economic Services Administration and Aging and Disabilities
- Collaboration with community and government partners on adolescent services
- Collaboration with partners to increase awareness and improve response to adolescent domestic violence
- Collaboration with partners in education
- Collaboration with public and private child welfare providers
- Collaboration with the Courts
- Collaboration with Catalyst for Kids (formerly known as Families for Kids)

25 Improving consultation processes with Tribes
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
25.1	Consult with Tribes on annual reports of progress and services delivered pursuant to the CFSP.	25.1.1	<p>Review and follow existing consultation processes occurring between the Tribes and the state and establish mechanisms to implement the Centennial Accord, the Tribal-State Agreement and the 7.01 DSHS policy.</p> <ul style="list-style-type: none"> a. Draft letter to tribes, IPAC, IPSS, and urban Indian organizations to identify existing consultation processes and explain the department's intent to ensure that any of the above processes not currently in practice will be implemented. b. Upon approval of the letter, send to the identified participants and request approval to discuss the processes at ongoing 7.01 Plan and regional LICWAC meetings to solicit input regarding implementation of the above processes. 	<p>9/04</p> <p>11/04</p>	<p>1/05</p> <p>3/05</p>	<p>(KCF II)</p> <p>Although benchmark "b" is delayed by two months, the schedule has been adjusted to complete the remaining benchmarks on time.</p>
		25.1.4	<p>Notify Tribes, Indian Organizations, coalitions of Tribes and Indian Organizations and the Indian Policy Advisory Committee (IPAC), that they have the right to consult and negotiate directly with Regional Administrations and Children's Administration Headquarters when issues cannot be resolved at the local office level.</p> <ul style="list-style-type: none"> a. In collaboration with Tribes and Indian Organizations, and utilizing the workgroup established for 25.1.2, develop a protocol for resolution of issues at local office level, including a chain of command when issues need to be resolved 	10/04-3/05	6/05	<p>(KCF II)</p> <p>Implementation of benchmark "a" is projected to be delayed by three months.</p>

25 Improving consultation processes with Tribes Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		25.1.5	In the course of the development of Child and Family Services Plan (CFSP) or Annual Progress and Services Report (APSR), consultation with all of the Tribes and Indian organizations will occur at each programmatic stage and this consultation will be documented <ul style="list-style-type: none">a. Establish annual timeframe (time lines) for developing CFSP and/or APSRb. Establish process for involving Tribes and Indian Organizations in the development of the CFSP and/or APSR	12/04 12/04	Complete 4/05	(KCF II) Although benchmark “b” is delayed by four months, the schedule has been adjusted to complete the remaining benchmarks on time.

26		Collaboration to improve mental health services Action Steps				
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
26.1	Collaborate with community and government partners to improve quality and accessibility of mental health services to children receiving services from Children's Administration.	26.1.2	<p>In collaboration with other DSHS Administrations and community partners, continue workgroup efforts to review current system for children's mental health and develop plans and recommendations for improvements</p> <ul style="list-style-type: none"> a. Statewide workgroup develops recommendations b. Report recommendations to the Assistant Secretaries from JRA, CA and MHD c. Assistant Secretaries review and prioritize recommendations d. Recommendations adopted and implementation begins e. Establish FTE to coordinate between systems (JRA, CA, MHD) and work on implementation plan f. In collaboration with JRA and MHD, identify opportunities and advocate for funding for statewide parent support position 	<p>7/04</p> <p>7/04</p> <p>9/04</p> <p>10/04</p> <p>10/04</p> <p>12/04</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Initiation Complete</p>	(KCF II)

27 Collaboration with community partners and the Division of Alcohol and Substance Abuse (DASA)
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
27.1	Improve collaboration with community partners and Division of Alcohol and Substance Abuse (DASA) to improve access to chemical dependency services.	27.1.1	Complete the Memorandum of Understanding (MOU) between CA and DASA	12/04	Complete	(PIP and KCF II)
		27.1.4	In collaboration with courts and UA providers, assess the feasibility for UA's to be completed at the courthouse <ul style="list-style-type: none"> a. In collaboration with CIP and AOC, assess Family Drug Courts already active in Washington and the use of UA providers at the courthouse 	11/04	Complete	(PIP) The initial step in this item required the assessment of feasibility of the use of UA providers at the courthouse. Work was completed to determine the availability of a statewide contract to complete this service. It was determined that a statewide contract would not be available. Further work needs to be completed to look at other options prior to completing the feasibility study. If the model and pilot were developed, the final implementation is projected to be four months later than originally expected.

28 Collaboration with community partners, Economic Services and Aging and Disabilities Administrations
Action Steps

Goals		Action Steps/Benchmarks	Required Finish	Projected Finish	Status
		<p>28.1.3 Establish cross-divisional collaboration for purposes of service integration and service accessibility for mutual clients in common (between ESA and CA)</p> <ul style="list-style-type: none"> a. Convene management focus groups to develop recommendations and strategies for kinship care, children aging out of the foster care system and drug and/or alcohol addicted parents who are receiving services from both administrations b. Develop regional plans outlining strategies and action steps to address case coordination between CA and ESA for all three areas c. Send recommendations to DSHS Cabinet for review d. Begin implementation of approved regional strategies 	<p>7/04</p> <p>9/04</p> <p>10/04</p> <p>11/04</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>	<p>(PIP)</p> <p>Implementation of the regional strategies is projected to be delayed by three months, however, with adjustments made to the schedule, it is expected that this item will be completed on time.</p>

32 Collaboration with public and private child welfare providers Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
32.1	Increase collaboration with public and private child welfare providers.	32.1.1	Finalize and implement plan for 2004 legislation (HB 2459-S) regarding collaboration between public and private child welfare providers			(KCF II)
			a. Establish workgroup to develop recommendations to consider in the development of policies and protocols for collaborative decision-making focusing on contracts, referrals, and allocations	8/04	Complete	Although benchmarks “e” and “f” are delayed by three months, the schedule has been adjusted to complete the remaining benchmarks within one month from the required finish.
			b. Draft product presented to CA Management	8/04	Complete	
			c. Review and finalize areas to address in regional protocol development	9/04	Complete	
			d. Identify facilitator for regional meetings	9/04	Complete	
			e. Hold regional meetings to develop draft protocols	11/04	2/05	
			f. Hold stakeholder meeting to develop draft statewide protocols	11/04	2/05	
			g. Submit interim report to legislature	12/04	Complete	
			h. Conduct second set of meetings to further develop and finalize language for protocols	12/04-2/05	3/05	
			i. Work with regions to develop implementation plans tailored to their needs, geography and relationships	12/04-2/05	3/05	
32.1		32.1.3	Collaborate with public and private child welfare providers to develop and implement contracted service models, based on research practices			(KCF II)
			a. Form a committee to review the report from the Washington State Institute for Public Policy regarding research on effective child welfare interventions	9/04	Complete	

33 Collaboration with the Courts Action Steps

Goals		Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
33.1	Increase collaboration with courts and other partners to improve timeliness to permanency for children.	33.1.1 Collaborate with CIP Steering Committee in the planning and implementation of specific projects, including Dependency and Termination Equal Justice Committee (DTEJC) recommendations for improvements within the court system			(PIP)
		a. Provide support and assistance and participate with the CIP in the development of the Judicial Leadership Forum on Dependency to focus leaders in the court system on strategies to implement improvements based on the CFSR findings	9/04	Complete	
		b. Participate with senior judicial officials, CIP staff, and others to implement strategies developed by the Judicial Forum	10/04 ongoing	Complete	
		c. Support and assist the CIP in the incorporation of the CFSR findings relating to the dependency courts in the CIP reassessment process	12/04	Complete	
		33.1.2 Collaborate with Court Improvement Plan Steering Committee to develop a process for inquiry as to Tribe and/or Band affiliation at shelter care hearing			(PIP)
		a. Meet with the CIP Steering Committee and develop recommendations for development of a process of inquiry at shelter care hearing	10/04	Complete	After consultation with the Court Improvement Plan Committee, the scheduled completion of benchmarks "a" through "e" have been adjusted, with final implementation scheduled to be completed on time.
		b. Develop draft recommendations	12/04	2/05	

Array of Services



Outcome:

Improve service availability, outcomes and cultural responsiveness.

- Contracts development and monitoring
- Mental health services
- Chemical dependency services
- Culturally responsive and individualized services

35 Contracts development and monitoring Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
35.1	Improve development and monitoring of contracts to include outcome based and culturally appropriate services for children and families.	35.1.1	In collaboration with contract providers implement CA contract reform model			(PIP and KCF II)
			a. Develop ARS, EIS, FPS and IFPS workgroups to refine contract outcome and develop measurement tools for these service	9/04-12/04	Complete	
			b. Consultation with ARS, EIS, FPS and IFPS providers on outcomes and use of measurement tools	12/04-4/05	On Track	
			c. Develop CA tracking systems and monitoring plans	12/04-4/05	On Track	

36 Mental health services Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
36.1	Improve quality and accessibility of mental health services to children receiving services from Children's Administration.	36.1.1	In collaboration with other DSHS Administrations and community partners, continue workgroup efforts to review current system for children's mental health and develop plans and recommendations for improvements			(KCF II)
			a. Statewide workgroup develops recommendations	7/04	Complete	
			b. Report recommendations to the Assistant Secretaries from JRA, CA and MH	7/04	Complete	
			c. Assistant Secretaries review and prioritize recommendations	9/04	Complete	
			d. Recommendations adopted and implementation begins	10/04	Complete	Complete

			e. Establish FTE to coordinate between systems (JRA, CA, MHD) and work on implementation plan.	10/04		
			f. In collaboration with JRA and MHD, identify opportunities and advocate for funding for statewide parent support position	12/04	Complete	

37 Chemical dependency services Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
37.1	Improve and increase access to chemical dependency resources.	37.1.1	Complete and implement the Memorandum of Understanding (MOU) between CA and DASA	12/04	Complete	(PIP)
		37.1.4	In collaboration with community partners and DASA, develop and implement revised screening tool for chemical dependency a. Establish the Substance Abuse Services workgroup	10/04	Complete	(KCF II)
		37.1.5	Review and revise chemical dependency training to address: revised screening tool, development of joint treatment plans, assessment of treatment progress, and utilizing cross-system resources a. Establish DASA/CA training workgroup	10/04	Complete	(KCF II)
		37.1.6	In collaboration with Courts and UA providers, assess the feasibility for UA's to be completed at the courthouse.	(Refer to 27.1.4)	On Track	

38 Culturally responsive and individualized services

Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
38.1 Increase array of services to preserve the child's connection to family, community, culture and religion.	38.1.6 In collaboration with community partners, implement annual diversity conference for staff and partners a. Establish conference planning committee	11/04	Complete	(KCF II)

Quality Assurance

10



Outcome:

Improve training, information systems and quality assurance to support practice improvement.

- Staff training and development
- Resource family training
- Training for contracted service providers and stakeholders
- Statewide information system
- Indian Child Welfare compliance
- Quality Improvement

39 Staff training and development SUBJECT TO 2005 BUDJET REQUESTS
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
39.1	Improve staff participation in ongoing training	39.1.1	Establish expectations and develop increased opportunities for staff training on an ongoing basis a. Develop policy recommendation b. CA Management reviews and approves recommendations c. Adjust learning system data base (ASPEN) to track compliance with policy requirements d. Communicate policy to all employees	9/04 10/04 11/04 12/04	Complete Complete Complete Complete	(PIP)
39.2	Increase array of training opportunities and expectations for staff participation.	39.2.1	Develop and implement additional training programs to include: (Benchmarks "a-d" are not due in this quarter) e. Specialized adoption training track f. Implement other trainings as identified throughout the Comprehensive Improvement Plan	9/04 9/04	Complete Complete	
		39.2.2	Fully implement competency testing following academy training a. University of Washington consultants provide draft competency test	12/04	1/05	(KCF II) Although implementation of benchmark "a" is delayed by one month adjustments have been made to the schedule to complete the final implementation on time.

39 Staff training and development SUBJECT TO 2005 BUDJET REQUESTS
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		39.2.3	Increase training on government to government principles, Tribal/State agreement, and ICW provisions a. Incorporate ICW training into the new employee orientation	11/04	1/05	(KCF II) Although implementation of benchmark "a" is delayed by one month adjustments have been made to benchmark "e" to correspond with the prescheduled dates for the annual conference in October.

40 Resource family training SUBJECT TO 2005 BUDJET REQUESTS
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected Finish	Status/Reference
40.1 Implement programs to increase quality and focus on preserving child's connection to family, community, culture and religion.	40.1.1 Expand PRIDE pre-service and in-service training (foster parent training) curriculum to include module on caregiver involvement, engagement and the importance of connecting and working with families (cross-cultural issues) a. In collaboration with partners, establish a workgroup to develop recommendations for curriculum changes	9/04-3/05	On Task	(PIP)
40.2 Increase array of training opportunities and expectations for licensed resource families.	40.2.1 Develop and implement a policy requiring ongoing training for caregivers including engagement training as identified in section 14.3.1 a. Workgroup develops policy recommendations b. CA Management reviews and approves recommendations c. Adjust learning system data base to track compliance with policy requirements d. Communicate policy to staff and caregivers	10/04 11/04 12/04 12/04	Complete Complete Complete 2/05	(Braam and PIP) Benchmark "d" is projected to be three months behind, with the final benchmark for this action step expected to be completed on schedule.
40.3 Increase array of training opportunities for non-licensed caregivers.	40.3.1 Expand training opportunities for non-licensed caregivers (e.g. PRIDE training) a. Identify training opportunities available to non-licensed caregivers	12/04	1/05	(KCF II) Although implementation of benchmark "a" is delayed by one month, adjustments have been made to the schedule to complete the final implementation on time.

40 Resource family training SUBJECT TO 2005 BUDJET REQUESTS Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
		40.3.3	Expand ICW training opportunities to all caregivers a. Identify existing training which could incorporate ICW learning (e.g. pre-service training, conferences)	10/04	Complete	(KCF II)

41 Training for contracted service providers and stakeholders SUBJECT TO 2005 BUDJET REQUESTS Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
41.1	Increase array of training opportunities for contracted service providers and stakeholders.	41.1.1	In collaboration with contracted providers, develop and implement a comprehensive training strategy for contracted providers, including required diversity and ICW training a. Workgroup develop strategic plan for contract service provider training including oversight/advisory committee	12/04	5/05	(KCF II) Implementation is projected to be delayed by five months.

43 Indian Child Welfare compliance
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
43.1	Increase compliance with the Indian Child Welfare Act (ICWA).	43.1.2	Collaborate with Court Improvement Plan Steering Committee to develop a process for inquiry as to Tribe and/or Band affiliation at shelter care hearing	(Refer to 33.1.2)		(PIP) After consultation with the Court Improvement Plan Committee, the scheduled completion of benchmarks "a" through "e" have been adjusted, with final implementation scheduled to be completed on time.
		43.1.4	Conduct a census of CA Indian children and families who are clients of CA, to include: Identify the name, Tribe, Nation, Band, other Tribal affiliation, services, siblings, and length of stay in care a. Obtain up to date lists of US and Canadian Tribes, Bands, Nations	12/04	Complete	(KCF II)
		43.1.5	Include ICW compliance as a part of performance evaluations for staff providing case management services to ICW cases a. Proposal submitted to CA Management for review	12/04	1/05	(KCF II) Implementation is delayed by one month.
		43.1.6	Each office will have access to ICW specialists who will serve as a resource to other workers on ICW issues	(Refer to 18.3.1)		(PIP) Although benchmark "c" is delayed by three months, the schedule has been adjusted so that final implementation is delayed by two months.

43 Indian Child Welfare compliance Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status/Reference
43.2	Improve access to services for Tribes.	43.2.2	Develop and implement strategies for how the actions steps outlined in KCF II apply to ICW cases in Washington <ul style="list-style-type: none">a. Convene a committee, to include Regional CA representation, HQ ICW Program Managers and the CA IPSS representative to review the KCF II plan, and develop strategies for how to apply the plan to ICW cases	11/04	8/05	(KCF II) The completion dates for this item have been delayed in order to maximize resources by utilizing the same workgroup to accomplish multiple tasks.

44 Quality improvement Action Steps						
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status
44.1	Improve practice through self-assessment and data monitoring.	44.1.1	Implement revised case review model to meet COA, CFSR and CA requirements			(KCF II)
			a. Complete development of revised mode	10/04	Complete	
			b. Pilot test new case review model	10/04	Complete	
			c. Develop revised regional peer review program	11/04	Complete	
			d. Provide training to peer reviewers and central case reviewers on the new model	11/04-12/04	Complete	
			e. Orientate CA staff to new case review model	11/04-12/04	Complete	
			f. Implement new case review model	12/04	Complete	
		44.1.2	Implement and support standing CQI teams in all 44 CA offices			(KCF II)
			a. Establish teams in all 44 offices	9/04-12/04	Complete	
	b. Provide initial training to teams	9/04-12/04	Complete			

44		Quality improvement Action Steps				
Goals		Action Steps/Benchmarks		Required Finish	Projected Finish	Status
		44.1.3	Provide training to regional managers, supervisors and CQI teams in the utilization of data to improve practice a. Provide initial training	9/04-12/04	Complete	(KCF II)
44.2	Improve customer service throughout Children's Administration.	44.2.1	Provide customer service training to all CA staff a. Research customer service training models b. Develop customer service training curriculum for CA c. Pilot customer service training in three locations	9/04 11/04 12/04	Complete Complete 1/05	(KCF II) Although implementation is currently delayed by one month, adjustments have been made to the schedule to complete the final implementation on time.
44.3	Increase community knowledge of the dependency process.	44.3.1	Develop and provide training to clients and other community members regarding the dependency process a. Research training models in other states b. Develop training model for Washington	10/04 12/04	Complete Complete	(KCF II)